

Determinants of Employee Job Satisfaction among health professionals of Jimma University Medical Center, Jimma Ethiopia.

A Thesis Submitted to College of Business and Economics, Department of Management, Master's Program in Public Management for Partial Fulfilment to the Requirement of Master of Public Management (MPM)

BY:

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*Determinants of Employee Job Satisfaction among Health
Professionals of Jimma University Medical Center, Jimma Ethiopia.*

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CERTIFICATE

This is to certify that the thesis entitles determinants of employee job satisfaction among health professional in Jimma University Medical Center Jimma Ethiopia Submitted to Jimma University for the award of the Degree of Master of public management and is a record of Valuable research work carried out by TihinaAssefa under our guidance and supervision

Therefore we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree of diploma.

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DECLARATION

I hereby declare that this thesis entitled “determinants of employee job satisfaction among health professional in Jimma University Medical Center in Ethiopia has been carried out by me under the guidance and supervision of MegersaWodajo and MrAberaJaleta

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher’s Name

Date

Signature

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ABSTRACT

The main objective of this study was designed to assess the determinants of employee job satisfaction among health professionals in Jimma Medical Center, a quantitative method of data collection was utilized and a cross-sectional study was designed to conduct the study. The target population of this study was individual health professionals who are working in JUMC A total of 175 health professional, and primary and secondary data sources were used to obtain adequate and reliable information. The probability sampling techniques were used to select the target population. Data were collected using a structured questionnaire. The SPSS version 20 was used for analysis, data checking, and clearance. The data was interpreted using descriptive (statements, table, and percentage) and inferential statistics (using multiple liner regression). The research finding illustrates that inadequate resource and absence opportunity for personal growth. Besides, 87.6% of the variation job satisfaction is explained by variation in the four independent variables of work environment, relationship with supervisor, benefit, and performance appraisal taken together On this basis, it's forwarded that the center should work hard to minimize this high proportion of dissatisfied health professional working in the setting. It might be improved by creating more conducive and adequate facilities working environments.

Key words: *-employee, Jobsatisfaction, Health professional.*

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ABBREVIATIONS/ ACRONYMS

JUMC	Jimma university medical center
BSc	Bachelor of Science
CI	Confidence Interval
G.C	Gregorian calendar
HR	Human Resource
IPRS	Interpersonal Relationships
MSc	Masters of Science / Master's Degree
SHRM	Strategic Human Resource Management
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1. INTRODUCTION

This chapter deals with the background of the study, a background of the organization, statement of the problem, research question, the objective of the study, the significance of the study, and delimitation of the study.

1.1. Background of the Study

Job satisfaction isn't a novel concept. Many companies, however, continue to struggle with this issue. The relevance of job satisfaction among employees of organizations and institutions dates from the second half of the twentieth century, when Maslow's theory was published (1954),

Effective and efficient performance is required by organizations. Employees are the most significant aspect of the organization and play critical roles in order to attain these goals. The output of the organization will be impacted either directly or indirectly unless personnel are content with the job they are assigned to. Lussier observes (1990)

This study looked at how to evaluate the elements that contribute to it, as well as how they affect the firm and its personnel. Job satisfaction has a wide range of consequences in one's life, some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism(Aziri, 2011).

To meet the public's expectations, all healthcare institutions must provide high-quality, professional services. In order to achieve this, health-care organizations must have satisfied

personnel. Healthcare employees can provide useful insight into what aids or hinders their ability to provide high-quality care (John, 2014).

Healthcare is a vital service industry that helps people live more meaningful lives by facilitating productivity improvements, boosting population well-being, and helping them to live longer lives (Siddiqui and Khandakar, 2007).

Human power is the foundation for providing high-quality health care to the general public. Professional happiness among health providers is associated with improved worker retention and patient satisfaction. Because there is evidence that contented employees provide superior customer service, it is critical to understand what drives employee job happiness (Alemshetet.al, 2011).

Despite the knowledge that health professionals are extremely important and that job happiness has an impact on patient care quality, health professionals continue to express dissatisfaction with their jobs, and experienced professionals continue to leave.

This study aimed to examine the determinants of employee job satisfaction among health professionals in Jimma university medical center.

1.2. Statement of the Problem

The concept of job satisfaction has been studied several times from different perspectives in the world. This research identifies the determinants of employee job satisfaction in the organization as well as to an individual employee, which is not yet deeply studied in Ethiopia.

Job satisfaction is a crucial issue in the operation of institutions and one of the most important markers of an organization's health. As a result, employers place a high value on employee satisfaction. Employee satisfaction is crucial for businesses since happy employees contribute to the organization's effectiveness and long-term success (Amir, 2010).

Understanding the elements that influence job happiness is crucial. The employee's gender, experience, and supervisory treatment are the key influencing elements on job happiness. The work environment and emotional intelligence also contribute to the employee's job satisfaction (Narayan et.al, 2011).

Majority of the employees are happy and satisfied with their workplace and qualification doesn't have any direct relation with employee motivation to extra work in the bank of Nigeria (Paul, 2012).

An organization's success and productivity are determined by its employees, and "a happy worker is an effective worker." It is impossible for a firm to grow without taking into account the capabilities of its employees and improving their working conditions. Organizations with highly pleased employees are likely to be more successful (Smith, 2013).

So far, in Ethiopia some studies have been conducted by few researchers regarding on employee job satisfaction. For instance, According to a study of work satisfaction among pharmacy professionals in southwest Ethiopia, 60.8 percent were satisfied with their jobs and 39.2 percent were dissatisfied. Helping the needy and professional fulfilment were the two most common causes for happiness. Inadequate pay was cited as a key source of unhappiness. inadequate salary,

poor interaction with other health care team members, lack of appropriate motivation package, insufficient on service training and poor health institution infrastructure (Ahmed et al., 2013).

A study conducted on job satisfaction and its determinant among health workers in Jimma University specialized hospital revealed that (46.2%) of the health workers were dissatisfied with their job. The major reasons reported for their dissatisfaction were lack of motivation, inadequate salary, insufficient training opportunities, and an inadequate number of human resources. (41.4%) health professionals were satisfied with their job; the major reasons given were getting satisfaction from helping others and professional gratification (Alemshtet et al, 2011).

In this time health professional complained about job related satisfaction. Health work requires interaction between employees, management and patient, if employees are not satisfied with their work; the interaction will not be fine. This type of relation affects the patient care.

To improve the job satisfaction of health professionals, identifying the determinants is mandatory. Most researchers have conducted studies on only salary and benefits, the basic factors which influence job satisfaction. But in this research work environment, relationships with supervisors, benefits and performance appraisal evaluation are included. In this research, investigators studied the determinants of employee job satisfaction among health professionals at Jimma University Medical Center. This would provide information for other hospitals working in the same sector by integrating their experience on the determinants of employee job satisfaction, including recommendations and support to build up the health system at all levels. Therefore, this study was an attempt to fill the gap and served as a step forward or as a spring board for the other researchers.

1.3. Research Questions

The research question was focus on determinants of employee job satisfaction.

1. Does work environment influence job satisfaction?
2. How does a benefit affect job satisfaction?
3. What are the general levels of employee job satisfaction of health professionals of JUMC Health Professionals?
4. How does the relation among staffs and supervisor affect job satisfaction?
5. Is there a relationship between work environment, benefit, relation with supervisor and performance appraisal with job satisfaction?

1.4. Objectives of the Study

1.4.1. General Objective

Generally this study was to evaluate determinants of employee job satisfaction among health professional of Jimma Medical Center.

1.4.2. Specific Objectives

Specifically, the study was attempt:-

- To identify work environment influence job satisfaction?
- To identify the benefit that affect job satisfaction?
- To identify the relation among staffs and supervisor affect job satisfaction?
- To investigate the job satisfaction level of health professionals in Jimma Medical Center Health Professionals.

1.5. Significance of the Study

The study was conducted on the title of the determinants of employee job satisfaction among health professionals in JUMC. It provided valuable information and better approaching maintaining good performance of the institutions under study.

The study will offer insights to the Jimma university medical center health professional management on how to better improve their organizational performance through and also aligned with prerequisites for overall JUMC sector office performance. The finding of the study was contributed to the existing body of knowledge. It will assist other researchers.

1.6. Scope of the study

The study focused only on determining of the work environment, relation with supervisors, benefit and performance appraisal evaluation relation between employee job satisfactions. Regarding the data, an attempt is made to use only the latest data on the subject. The study is undertaken for the period ranging from March to April 2021.

1.7. Limitation of the study

All of the respondents were health worker. This meant that most of the time they were busy serving patient. Due to time factor and the patient to care, some respondents were procrastinating filling the questionnaire.

This study was conducted in one hospital particularly Jimma university medical center Jimma Oromia. This was done to study the determinants of employee job satisfaction. Shortage of time, money and resources was also other potential limitations of the study. The study uses only quantitative data collection method as a result impossible to triangulate with other sources of information.

1.8. Organization of the study

The research paper is organized into five chapters. The introduction that contains background of the study, statement of the problem, research questions, Objectives of the study, significance of the study, scope of the study, limitation and organization of the study. The first chapter included. Review of related literature and consists of a conceptual framework describes in the second chapter. The third chapter describes background of the study area, research design, source of data, target population, sampling design and technique, data collection procedure, questionnaire, data analysis, study variables, reliability of the data and plan for dissemination. Chapter four addresses data presentation, analysis and interpretation and chapter five summaries of finding, Conclusions, and recommendation.

1.9. Definition of terms

-Job satisfaction: - is an attitude towards work related condition in organization perspective. Okpara, (2005).

- Relationship with supervisors: - Workplace connections are distinct interpersonal relationships that have significant ramifications for the people involved as well as the organizations in which they exist and grow. Thank you, Jex (2002).

- benefit the amount of reward that a worker expects to gain from the job *Jitendra (2013)*.

-work environment the physical working condition and social work condition Gazioglu&Tanselb (2006).

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter covers a critical review of job satisfaction of both theoretical and empirical literature related to the chapter contains two major parts. While the first part of the literature review deals with theoretical literature the second one deals with empirical reviews in the empirical part different journals summarized from various authors' points of view was presented.

2.1. Concepts of Job Satisfaction

(Amos et al 2008) believe that high levels of employee satisfaction lead to increased organizational engagement, job involvement, greater physical and mental health, and improved quality of life both on and off the job. On the other side, job discontent leads to increased absenteeism, turnover, labor issues, labor grievances, attempts to form labor unions, and an unfavorable organizational climate.(Grobler et al2006) and(Robbins, S.P et al. 2003) Support the idea that when employees are disgruntled, it can lead to costly problems. Excessive absenteeism, turnover, and grievances are examples. These argue that, while putting a monetary value on work discontent is difficult, estimations of the economic cost of job dissatisfaction's consequences, such as absenteeism, turnover, and employee grievances, may be made.As the part of their social responsibility, many managers strive to create rewarding and satisfying work environments for their employees. Work role inputs (pain) such as education, working hours, and effort are balanced by work role outputs (pleasures) such as wages, fringe benefits, status, task importance, working conditions, and intrinsic characteristics of the job. Job satisfaction rises when work outputs (pleasures) are proportional to work role inputs (pains).(Sousa-Poza, 2000).(Rifayat 2012)Job satisfaction is defined as the degree to which a worker's work-related expectations match his or her experiences in the workplace. It is a review of the job's perceived

features and emotional experience. (Bajpai and Srivastava, 2010).(Wadhwa2011) Employment satisfaction is defined as a person's attitude toward his or her job. As a result, he considers positions to be significant since they assist in the achievement of corporate goals. Furthermore, he underlines that job performance is improved by technological advancements and competitive pressure. The existence of job pleasure and the absence of job dissatisfaction determine employee job happiness. Job discontent and job pleasure are important ingredients of job satisfaction (Jha and Bhattacharyya, 2012).

2.1.2. Job Satisfaction and Service Delivery

Quality service delivery refers to a service provider's ability to meet or exceed the needs and expectations of customers (Quader, 2009). Expectations, according to (Quader 2009), are "pre-existing beliefs about a service against which actual service performance is measured." According to them (Ogunrin and Akerele2007),claim that, when it comes to service quality, employees' motivational status and job happiness are more important than statistics. Employees are thus the most valuable assets since contented employees provide higher levels of client satisfaction and quality service performance.

2.1.3. Job Satisfaction and Productivity

(Sy, Tram, and O'Hara2006) Employee productivity is based on both the amount of time an individual is physically present at a job and the degree to which he or she is "mentally present" or efficiently operating while present at a job, according to the study. As a result, in order to sustain high worker productivity, businesses must address both of these concerns. This might happen as a result of a variety of methods centered on employee pleasure.health, and morale. Employees, on the other hand, stay and depart for a variety of reasons, both personal and professional. These considerations should be known by the employer and addressed. A contented worker is more productive, has better physical and mental health, and is more devoted to his or her company, according to research (Fischer &Sousa-Poza, 2007).

2.1.4. Job Satisfaction and Work Performance

(Wong and Law 2002) suggest that individuals' ability to use emotions to aid performance has an impact on job performance. Employees may be able to use both positive and negative emotions to their advantage to improve performance. For instance, positive emotions, Employees may be motivated by factors such as excitement or passion to give better customer service, accomplish work assignments, or contribute to the organization. Based on 206 service shops in Hong Kong, researchers investigated the impact of employee happiness on operational performance in high-contact service businesses (Yee, Yeung and Edwin Cheng 2008) Employee satisfaction is linked to service quality and customer satisfaction, and operational success determines business profitability, according to the study. They also discovered that firm profitability has a non-recursive moderate effect on employee contentment, resulting in a "satisfaction-quality-profit cycle." Job satisfaction and performance have a relationship. has been critically assessed in a variety of organizational settings Cummings (1970) identified the three major points of view concerning this relationship. Satisfaction causes performance, and performance causes satisfaction and rewards cause both performance and satisfaction.

2.1.5 Determinants of Job Satisfaction

The several aspects (variables) of a job that influence job satisfaction. The amount and types of variables analyzed to predict job satisfaction vary depending on the research goals and scales utilized. Personal and organizational factors are the two main types of factors that influence job happiness. Personal elements include personality, rank and seniority, overall life happiness, and the degree to which job traits align with personal attributes. Pay and benefits, the task itself, the supervisor, the relationship with coworkers, and working environment are all examples of organizational elements. Malhotra and Morris (Malhotra and Morris, 2009) indicate that the organizational determinants of job satisfaction play a very important role because the employees spend a major part of their time in the organization science some organizational factors determine the job satisfaction of employees. As a result, job satisfaction in organizations can be increased by organizing and managing the organizational factors. Additionally the, personal determinants of job satisfaction also help a lot in maintaining the motivation and personal factors

of the employees to work effectively and efficiently. Hence, Job security, opportunities to use skills and abilities, compensation/pay, benefit, work itself, autonomy and independence, recognition of employee job performance, and feeling safe in the work environment are the factors that have the most influence, according to SHRM's Employee Job Satisfaction Survey results (Victor, 2012).

2.2. Theories of Job Satisfaction

2.2.1 Frederick Herzberg two Factor Theory

This theory is a simple structured plan to motivate employees to increase their job satisfaction. Herzberg an American behavioral scientist suggested that people could display their dissatisfaction about salary, job security, supervisor behavior, and company policy. As Herzberg “Hygiene factors” because they assist to prevent employees’ dissatisfaction, but in themselves, they would never provide real satisfaction. Possibly one has a good salary and secure job but something is lacking. Herzberg proposed that factors which support employee job satisfaction are distinct from the factors that may cause employee job dissatisfaction. According to (Herzberg's theory 1959), motivational factors are intrinsic and emanate from the content of the job such as recognition, work itself, advancement, responsibility, and achievement, and alike. Whereas hygiene factors relates to the context of the job such as working conditions, organizational policies, management, leadership, and relationship in organizations within teams. (Herzberg and co-workers 1957) Identically the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction. According to his theory, `motivators` ‘example achievement and responsibility lead to job satisfaction when present, but do not produce dissatisfaction when absent. These satisfiers are intrinsic factors. Job context features, called `hygiene' factors.

2.2.2 Maslow's Hierarchy Needs Theory

Abraham Maslow distinguished a theory of human needs based on a hierarchical model ranging from lower-order needs at the bottom to higher-order needs at the top (Maslow, 1954). He proposed that human wants are organized into a hierarchy of priority, with each level representing a different amount of importance. Maslow identified five human needs based on this hierarchy. Physiological needs, safety and security needs, love and esteem needs, and the greatest level of self-fulfillment wants are among them.

2.3. Empirical Review

This section reviewed the related empirical evidence on the determinants of employee job satisfaction and identified the research gap that the current study is intended to fill out partially.

In a study of the bank staff in Pakistan (Kamal and Hanif, 2009) found that job satisfaction is significantly dependent upon pay, promotion opportunities, rewards, and one's relationship with boss and coworkers. In sum, job satisfaction has been measured by predominantly using self-report instruments that usually include: facet measures, which assess satisfaction with specific aspects of a job such as job security, coworkers, working conditions, company policies, and opportunities for achievement, accomplishment, and advancement (Weiss, 1967); and socio-demographic measures, which focus on personal and professional information of the employees.

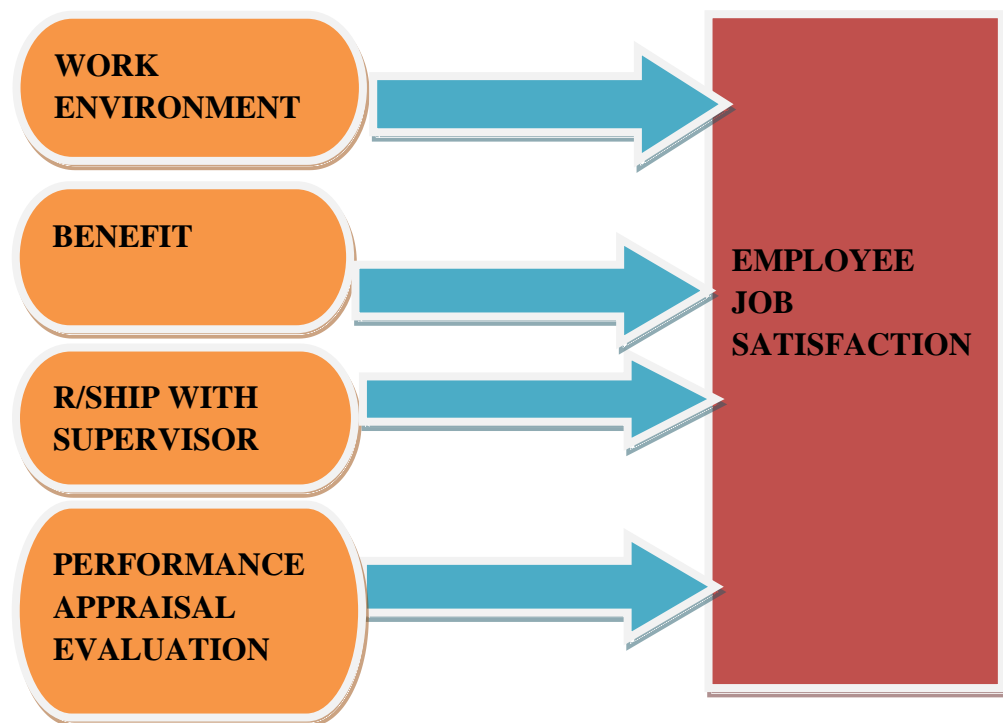
the study conducted A cross-sectional on Determinants of Job Satisfaction among Healthcare Workers at a Tertiary Care Hospital in Manipal College of Allied Health Sciences reported that the majority of the staffs who are "highly satisfied" and "satisfied" were from the age group of 21 to 44 was 67.5% & 69.2% respectively. The test of significance showed that age was highly correlated ($p = <.001$) with the overall job satisfaction and the Majority of staffs who were highly satisfied were females (57.9%). Test of significance showed gender was highly significant ($p = <.001$) for overall satisfaction. The results also showed 74.1% of the staff who were married had a higher level of job satisfaction compared to staffs those who were single. The test of significance was highly significant ($p = <0.001$) (Jathanna, 2011).

The research conducted to see the relationship of demographic characteristics and job satisfaction was conducted by (Malik, 2011) under the “Study of job satisfaction factors of faculty members at University of Baluchistan”. The researcher tried to explain the relationship between demographic factors “Age, Gender, Family size, Income, Occupation, Education, Ethnicity, Nationality, Religion, Social standards” and job satisfaction. The sample size was 120 which comprise 100 male and 20 female faculty members. Primary data was collected with the help of an adopted questionnaire. The reliability of the instrument was above the acceptable value that was .81. According to Sekaran, “Cronbach's alpha is a reliability coefficient that indicates how well times in a set are positively correlated to one another. It shows internal consistency reliability”. There was a difference in job satisfaction based on Gender. According to the results, the females ($M=4.2$, $SD=.65$) were more satisfied with the job instead of males ($M=3.7$, $SD=.87$). As far as the conclusion was concerned the demographical factors have no significant impact on job satisfaction. It was discussed in the first study male were more satisfied with their jobs than counterpart but in second study female were more satisfied with jobs than male academic staff. We should also keep in our mind that in the second study the total number of female academic staff was 20 but on the other hand male academic staffs were 100, there is need of proper balance sample so, results may be discussed properly. In the second study, it was also concluded that demographical factors did not contribute significantly toward job satisfaction. It may be due to the ratio of male and female academic staff.

Research conducts on MekeleAyder referral hospital the Demographic variables (Sex, Age, Marital status, Educational level, Position, and Experience) were not a significant predictor of job satisfaction. Most of the respondents were satisfied with autonomy (56.5%), achievement (52.8%), work itself (53.3%), IPRS (55.1%), and working conditions (53.3%) whereas they were dissatisfied with promotion (50.9%), recognition (52.3%), feedback (52.3%), salary (65.9%), leadership (62.1%), and compensation & benefits (64%) job aspects. Particularly, Participant's responses indicated that autonomy, work itself, salary, interpersonal relationships, leadership, compensation & benefits, and working conditions were the final predictors of overall job satisfaction. In this study, the majority of qualitative and quantitative data were supportive to each other. Generally, 55.2% of the participants working in Ayder Referral Hospital were dissatisfied whereas 40.8% of the respondent was satisfied with their jobs. Under this study aims at investigating the factors influencing job satisfaction of health workers (Andom,2015).

2.4. Conceptual Framework

According to Upton (2001), a conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation. Therefore based on the overall related literature and theoretical frameworks, the following conceptual framework will be developed. As expounded in the literature review salary and benefit, work environment, the relation among supervisors, and performance appraisal evaluation has a significant effect on employees' job satisfaction. So, employees' job satisfaction has taken as the dependent variable while benefit, work environment, and relation among supervisors and performance appraisal evaluation as an independent variable.



Source: Developed by the researcher based on literature review, Saeed (2013).

CHAPTER THREE

METHODOLOGY

This section was discussed the research methodology applied for the study, specifically sample and sampling techniques, method of data collection, method of data analysis, how the study was carried out, what activities were, research design, Subjects or data sources, sample size, sample method, the instruments for data collection, study area, and the reason for choosing particular procedures In short, this section has been concerned with research designs, which are the master plan specifying methods and procedures for collecting and analyzing the collected data.

3.1. Background of Study Area

The study was conducted in Jimma university medical center health professionals which are found in Jimma town. JUMC is the oldest public hospital in the country it was established in 1972E.c. JUMC is geographically located in Jimma city 352 km southwest of the capital city of Addis Abeba. JUMC is the only teaching and referral hospital in the southwestern part of the country. It provides services for approximately 9000 in patient and 80000 outpatient attendants a year. It has a bed capacity of 650 beds in different wards; in medical, surgical, maternity, pediatrics and neonatology, intensive care units, and ophthalmology clinic. A total of more than 750 supportive and professional staff are found in the hospital total numbers 1,246 from this 60 Doctors, 1007Nurses, Pharmacists 78, Laboratory technician 78 and anesthesia 23 (www.JimmaReferral Hospital. Com).

3.2. Research Design

This study used the quantitative research approach was used for summarizing a large amount of data and reaching a generalization base on statistical estimation. The researcher has preferred this approaches because the approaches help to assess the determinants of employees job satisfaction and it also helps the researcher to describe what observes concerning the issue this study, a cross-sectional descriptive survey research design was employed with the assumption that it is helpful to obtain sufficient information from a large number of respondents and to describe and explain the prevailing/current situations and practices. It also helped to describe the attitudes, opinions, behaviors, or characteristics of the population on the issue. Moreover, the cross-sectional descriptive survey research design also helps to gather data at a particular point in time to describe the nature of the existing condition or identify standards against which existing conditions can be comparing.

3.3. Source of Data

In this study, both primary and secondary data sources were used to obtain adequate and reliable information about the effect of workplace conflict on employee job satisfaction in JUMC. The primary data gathered from employees through questionnaire and secondary data has been gathered from organization reports and other related websites.

3.4. Target population of the Study

The population is the universe of residents or peoples from which the sample is drawn from. The target population of this study was individual health professionals who are working in JUMC their total number is 1,246 staff. (JUMC, 2013)

3.5. Sampling and Procedures

The study's sample size was estimated using the population proportion formula, taking into account the following assumptions: -With a 93% confidence level and a marginal error of 0.07%, the following formula was discovered to predict the sample size, which is reliable when the population size is known.

$$n = \frac{N}{1 + N(e^2)}$$

Where, n = sample size

$$n = \frac{1246}{1 + 1246(0.07)^2}$$

e = margin of error (7%)

175N= Population size

3.6. Sampling Techniques

For this study, the researcher was using probability sampling techniques JUMC health professional was including in the study. Finally, a stratified random sampling technique was used to select the study by determining the K value, which means $k = N/n = 1246/175 = 7$

The following detailed sampling frame used to designate the subtotal of the population and the number of participants to be sampled proportionally from the total 175 samples of the study.

Table 3.1: Population and sample size determination

No	Health professional in department	No Staff	Total sample size	Proportionally selected Samples
1	Doctors	60	175	$60*175/1246=9$
2	Nurses	1005	175	$1005*175/1246=141$
3	Laboratory technicians	78	175	$78*175/1246=11$
4	Pharmacist	78	175	$78*175/1246=11$
5	Anesthesia	23	175	$23*175/1246=3$
	Total	1246	175	175

3.7. Data Collection Procedures

Structured questionnaire was used as data collection instrument measured on a five point Likert scale. Secondary data was collected through document review from existing information available in books, organizational reports, journals, published and unpublished researches, internet and other materials.

3.7.1. Questionnaire

Well organized and structured questionnaire was used to collect the data from employees in the English language. The use of questionnaire was chosen because it gives the researcher the power to reach many respondents within a limited period and it was convenient to ensure the privacy of

respondents although the questionnaires were used in this study is self-administered, there was frequent interaction to ensure control over how the questionnaire has been answered .

3.7.2 Study Variables

3.7.2.1 Dependent Variable

The dependent variable of this study was health professional job satisfactions

3.7.2.2 Independent Variables

The independent variables of this study were work environment, salary and benefit and relation with supervisor and performance appraisal.

3.8. Data analysis

After checking the completeness, the data were entered in to SPSS version 20 for analysis. Descriptive statistics were used to assess the proportion of dissatisfied health care professionals and also multiple liners Regression Analysis was used to measure the relative strength of independent variables on Dependent variable. The model $Y=C+(b_1x_1+b_2x_2+....+b_nx_n)$

Where, Y = Dependent variable

b_1 = Unknown

x_1 =independent variable

C = constant

3.9. Reliability of the Data

Reliability refers to the degree to which scale produces consistent results when repeat measurements are making. It shows the extent to which a variable (or a set of variables) is consistent with what they measure. According to measure (Best & Kan, 2006) reliability has to do with the consistency or repeatability of a measure or an instrument, and high reliability is obtained when the instrument gives the same results if the research is repeated on the same sample. Some measures were carried out to enhance the reliability of the current research, including all discussions to avoid any bias which might happen if the researcher attempts to remember. The researcher has checked the reliability estimate for the total questionnaires was

computed using SPSS version 20 computer software to know the internal consistency of the questionnaires. According to (Cohen et al., 2007), a reliability coefficient greater than 0.90 is considered to be very high reliability, 0.80-0.89 high reliable, 0.70-0.79 reliable, 0.60-0.69 minimally reliable, and less than 0.60 is unacceptable low reliable. In addition to this, to make sure the reliability of the data collection tools, the reliability coefficient value above 0.70 is generally considered sufficient and reliable (Brownet, al., 2004 cited in Kimondo, 2013). Results from reliability statistics of Cronbach's alpha showed that the instrument was highly reliable at 0.8222.

Table 3.2: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Work environment	.703	7
benefit	.835	7
Relation with supervisor	.874	6
Performance apperaisal evaluation	.733	3
Average (All Scales)	0.786	4

Source :- survey data 2021

3.10. Ethical Considerations

Letter of support was obtained from Jimma University Department of Management. The researcher sought permission from the relevant organizations before commencing the study. This was meant to assure them that it was purely academic and to be treated confidentially. At the time of data collection, informed consent were obtained from the respondents and it is assured that the study is meant for academic purposes only and that their responses were to be treated with the utmost confidentiality.

3.11. Dissemination Plan

The result of the study was communicated to Jimma University College of business and economics, the Department of public management, and other concerned bodies. Finally, an effort also will make to publish in a peer-reviewed reputable journal.

CHAPTER-FOUR

DATA PRESENTATION, ANALYSIS & INTERPRETATION

Introduction

This chapter deals with analysis of the data and descriptions of the background of the respondents obtained in the study. The data were coded and analyzed with the help of Computer. Data analysis was first made according to descriptive information. The research question, the data were scored by calculating the percentages, means and standard deviation.

4.1. Response Rate

The study had a target sample size of 175 respondents, and staff answered and returned the surveys with a 100 percent response rate. This response rate was excellent and representative, and it complied with Mugenda's (1999) recommendation that a response rate of 50% is appropriate for analysis and reporting, a rate of 60% is good, and a rate of 70% and above is great.

4.2. Analysis of Demographic Characteristic of Respondents

The first section of the survey asked for general demographic information (sex, age, marital status, academic qualification, year of experience, number of hours per day, and department). As a result, table 4.1 shows the responses of the respondents.

Table 4.1: Analysis of Demographic Characteristic of Respondents

Variable		Frequency	percentage
Sex	Male	82	46.9 %
	Female	93	53.1
Age	20-30	111	63.4%
	31-40	48	27.4%

	41-50	15	8.6%
	Above 50	1	0.6
Marital status	Single	84	48%
	Married	84	48%
	Divorced	4	2.3%
	Widowed	3	1.1%
Academic qualification	Diploma	22	12.6%
	BSc	135	77.1%
	MSc	16	9.1%
	Other	2	1.1%
Number of years at current job	1year	17	9.7%
	2-5	80	45.7%
	6-10	63	36%
	11-15	6	3.4%
	Above 16	9	5.1%
Average number of hours that you work per day	8	133	76%
	10	13	7.4%
	12	24	13.7%
	16	3	1.7%
	24	2	%1.1
Department	Doctor	9	5.1%
	Nurse	141	80.6%
	Laboratory	11	6.3%
	Pharmacy	11	6.3%
	Anesthesia	3	1.7%
Do you have access to a written job description	Yes	113	64.6%
	No	62	35.4%

Source: Own survey (2021)

From the above table 4.1 it can be concluded that from the 175 respondents, 46.9% of them are males whereas the remaining 53.1 are females. Randomly, this indicates that there is male dormancy within the respondents from the study under consideration.

In terms of age, out of the total respondents, 111 (63.4%) are between the ages of 20 and 30, and 1 (0.6%) are above the age of 50. We can readily deduce from this that the majority of the respondents are between the ages of 20 and 30, and the list is greater than 50. Because the bulk of its employees are between the ages of 20 and 30, 48 percent of them are married, and 48 percent are single. and also the academic qualification of respondents results in the Table 4.1 shows that the majority of the respondents (135/77.1%) had a bachelor's degree, while the minority (2%) had no degree (1.1 percent). Master's degree holders made up 16 (9.1%) of the total respondents, while diploma holders made up 22 (12.6%) of the entire sample size. Level of experience can contribute a lot towards the way a person thinks, the method he/she performs on his/hers duty and other factors. To this end, it is believed that the more an individual stays on a JUMC, the more he/she can acquire an experience of how to deal with several problems, With this regard the data collected from the respondents resembles that the bulk of respondents (80%) have 2 to 5 years of experience, followed by 63 (36%), who have 6 to 10 years of experience. 9 (5.1%) of them have more than 16 years of experience. 133 (76%) of individuals working in JUMC for 8 hours per day responded to the survey. 1% of responders work 24 hours a day, 7 days a week., when we see the department of the respondents 141(80 %) are nurses and 9(5%) are doctors and majority of respondents 113(65%) are have access to a written job description.

Table 4.2: Level of job satisfaction and relationship with their supervisor

Variable	Scale	Frequency	Percentage
Rules of supervision are good.	SD	40	22.9%
	D	27	15.4%
	N	46	26.3%
	A	47	26.9%
	SA	15	8.6%
I have good relationship with my supervisor.	SD	34	19.4%
	D	29	16.6%
	N	50	28.6%
	A	46	26.3
	SA	16	9.1%
I am fairly treated by the supervisor	SD	36	20.6%
	D	41	23.4%
	N	43	24.6%
	A	39	22.3%
	SA	16	9.1%
my supervisor gives me feedback that helps me to improve my performance	SD	48	27.4%
	D	46	26.3%
	N	45	25.7%
	A	30	17.1%
	SA	6	3.4%
It is clear for me that what my supervisor expects from me regarding my job performance	SD	40	22.9%
	D	41	23.4%
	N	31	17.7%
	A	46	26.3%
	SA	17	9.7%
I have recognition for tasks well done	SD	45	25.7%
	D	38	21.7%

	N	38	21.7%
	A	41	23.4%
	SA	13	7.4%

Source: Own survey (2021)

The results show that table 4.2 about 47(26.9%) of respondents were agree in terms of rules of supervision and about 40(22.9%) being strongly dissatisfied. 15(8.6%) strongly agree with rules of Jimmauniversity supervision Similarly, the health worker said as shown in the above table 4.2 50(28.6%) of have neutral relationship among employees and supervisors,46(26.3% of them agree, 29(16.6%) of them were disagree whereas 16(9.1%) of the respondents were strongly agree on their relationship among their supervisor. This could be due to unsmooth supervising way of managers, for those respondents were said I'm fairly treated by the supervisor 43(24.6%) neutral and 41(23.4%) disagreed, 16(9.1%)has said strongly agree, and also the table show in the above that about 48(27.4%), of the respondents were strongly disagree and 46(26.3%) were disagree in terms of the supervision gives Feedback to help improving the performance Similarly, 45(25.7%) of the respondents were neutral and 6(3.4%) were strongly agree in terms of Feedback fromSupervisor In general majority of the respondents were strongly disagree with feedback in their JUMC also as we show above the table 46(26.3%) were agree, 41(23.4%) has said disagree,40(22.9%)strongly disagree and also 17(9.7%)strongly agree in terms of its clear for health professionals expect regarding job performance lastly the above tables describes that employees have recognition for tasks they do. Out of the respondents 45(25.7% strongly disagree, 41(23.4 %) of them were agree, 38(21.7%) of them were also disagree on the issue and 13(7.4) of them were strongly agree on it. The result shows that majority of them were strongly disagreed on the recognition of tasks what they well do. The JUMC not gives appreciation letters and recognition with internal outlook.

Table 4.3: Work environment

Variable		Frequency	Percentage
Leadership style and practices of the hospital Administrative is good	SD	58	33.1%
	D	43	24.6%
	N	33	18.9%
	A	32	18.3%
	SA	9	5.1%
The people I work with are responsible for their job	SD	17	9.7%
	D	26	14.9%
	N	44	25.1%
	A	54	30.9%
	SA	34	19.4%
The working hour is comfortable	SD	35	20%
	D	35	20%
	N	28	16%
	A	51	29.1%
	SA	26	14.9%
There is no enough resource/instruments to perform my job	SD	33	18.9%
	D	31	17.7%
	N	32	18.3%
	A	40	22.9%
	SA	39	22.3%
There is no risk during working.	SD	85	48.6%
	D	37	21.1%
	N	16	9.1%
	A	21	12%
	SA	16	9.1%
My job is challenging & interesting	SD	15	8.6%
	D	20	11.4%

	N	42	24%
	A	63	36%
	SA	35	20%
My work gives me a feeling of personal accomplishment	SD	24	13.7%
	D	24	13.7%
	N	44	25.1%
	A	62	35.4%
	SA	21	12%

Source: Own survey (2021)

As the table 4.3 show regarding leadership style and practice of the JUMC administration 58 (33.1%) were strongly dissatisfied; 43 (24.6%) were dissatisfied 33 (18.9%) were neutral similarly In terms of Leadership style and practices of the hospital 9(5.1%) of health professionals were strongly dissatisfied, 54(30.9%) agree and,17(9.7%)were strongly disagree regarding work with responsible for their job ,As shown in the above table for the question is the working hour of JUMC medical staff is comfortable to employees respond was 51(29.1%)of them were agreed, 26(14.9%)were strongly agreed, 35(20%) were strongly disagreed, 28(16%) were neutral on working hour of JUMC health professional This shows that the working hour of the JUMC is comfortable for majority of the respondents. The time to start work and the time to finish their work is suitable for employees and also 31(17.7%)were disagree ,40(22.9%) was agreed, 39(22%) strongly agree in the above table there is no enough resource to perform their job generally according to this question majority of respondents of health professional said no enough resource to perform their job in JUMC ,16(9.1%)strongly agree ,85(48.6%)was strongly disagreed regarding the question of there is no risk during working.

As shown in the above table 4.3 63(36%) of the respondents were agree on the issue, 42(24%) of them were also neutral and 35(20%) of the respondents were strongly agree for the issue. Whereas 20(11.4%) were disagreed and 15(8.6%) were strongly disagree on the challenges of and interestingness of their work. This shows that, work is interesting and challenging for the majority of the respondents. This could be from the result of routines of the work and b/c the life saver next to god is health professional,62(35.4%) respondents were agree and 21(12%)were

strongly agree 24(13.7%)were strongly disagree depending of the question of my work give me a feeling of personal accomplishment .

Table 4.4: Benefit packages

Variable	Scale	Frequency	Percentage
I am glad in paid for the work that I do	SD	62	35.4%
	D	44	25.1%
	N	36	20.6%
	A	25	14.3%
	SA	8	14.6%
I am certain on strong job security	SD	38	21.7%
	D	46	26.3%
	N	47	26.9%
	A	33	18.9%
	SA	11	6.3%
The part time payment which is paid to me is satisfactory & fair	SD	67	38.3%
	D	48	27.4%
	N	38	21.7%
	A	18	10.3%
	SA	4	2.3%
There is Opportunities for personal growth giving training & sponsor to further education	SD	68	38.9%
	D	35	20%
	N	31	17.7%
	A	36	20.6%
	SA	5	2.9%
The benefits that are offered by like medical, insurance and Other benefits is better as compared to other	SD	93	53.1%
	D	39	22.3%
	N	26	14.9%
	A	13	7.4%

companies	SA	4	2.3%
Basic salary compared with your qualification is satisfactory	SD	93	53.1%
	D	38	21.7%
	N	27	15.4%
	A	12	6.9%
	SA	5	2.9%
Sufficient attention is given to job safety	SD	69	39.4%
	D	45	25.7%
	N	30	17.1%
	A	24	13.7%
	SA	7	4%

Source: Own survey (2021)

The above table 4.5 shows the result of employee's response towards the current amount of money paid for their work is enough. From the result it can be obtained that 62(35.4 %) of the respondents are strongly disagree, 44(25.1%) of them disagree, 36(20.6%) are neutral, 25(14.3%) of them agree and only 8(4.6%) are strongly agree with the salary paid. Therefore the above result implies that more than half of the respondents are not satisfied with the current salary payment. And the other question is you certain on strong job security of the JUMC? For this question 47(26.9%) of the respondents were neutral, 46(26.3%) of them were disagree, 38(21.7%) of them were strongly disagreed, 11(6.3%) of them were strongly agreeing This shows that employees are neutral to satisfied and they are certain on their job security employees are certain on their job but most probably similar result to neutral and disagree.

The above table 4.5 shows that 67 (38.3%) of the respondents strongly disagree on issue of the payment, 48 (27.4%) of them are disagree. Out of the respondents 38(21.7%) of them are neutral, 18(10.3%) of the respondents are agree and 4(2.3%) of them are strongly agree. From the above result we can conclude that above 40% of the respondents are not satisfied with the parttime payment related with the work load.

As in the above table 4.5 shown 68(38.9%) of the respondents were strongly disagree, 36(20.6%) of the respondents are agree, 35(20%) of the respondents were disagree, 31(17.7%) were neutral

and 5(2.9%) of the respondents were strongly agree .generally As of the result majority of the employees of JUMC health professional on opportunities to use for professional training personal growth and further education is not satisfied,

the above tables 4.5 show that result of response towards benefits that are offered by JUMC like medical and insurance as compared to other companies the result shows 93(53.1%) of respondents strongly disagree, 39(22.3%) of respondents are disagree Whereas, 26(14.9%) are neutral, 13(7.4%) were agreed and only 4(2.3%) of them were strongly agree on it. Generally the result shows that most of them were dissatisfied

According to the above table4.5 the Basic salary compared with employees qualification The majority 93 (53.1%) of health professionals were strongly disagreed, 38 (22.7%) respondents disagree and 5 (2.9) were strongly agree with the Basic salary compared with health professional qualifications As the above table of results shows the respondents 69(39.4%)were strongly disagree,45(25.7%)was disagree,24(13.7%)respondents were agree and 7(4%)respondents were strongly agree according to sufficient attention is given to job safety generally majority of the respondents dissatisfied by the job safety of the hospital.

Table4.6: Performance appraisal

Variable	Scale	Frequency	Percentage
Performance appraisal system of the hospital is good	SD	57	32.6%
	D	47	26.9%
	N	46	26.3%
	A	22	12.6%
	SA	3	1.7%
I don't feel my efforts are rewarded the way they should be.	SD	38	21.7%
	D	37	21.1%
	N	59	33.7%
	A	27	15.4%
	SA	14	8%
Premises are convenient	SD	36	20.6%

for conducting my duties	D	44	25.1%
	N	51	29.1%
	A	36	20.6%
	SA	8	4.6%

Source: Own survey (2021)

Among the respondents who filled the questionnaire, 57 (32.6%) were strongly disagree while 47(26.9%) of respondents said that disagree 22 (12.6%) of respondents were agree and 3(1.7%)of respondents strongly agree according to the questioner personal appraisal system of JUMC is good in general majority of the respondents dissatisfied ,also in the above table4.6 shows the result 59(33.7)respondents were neutral,38 (21.7%) were strongly disagree ,37(21.1%) of respondents said that disagree 27 (15.4%) of respondents were agree and 14(8%)of respondents strongly agree according to the question I don't feel my effort are rewarded to the way they should be in general majority of the respondents answer to this question neutral.

Lastly As the above table4.6 of results shows the respondents 51(29.1%)were neutral,44(25.1%) disagree,36(20.6%)respondents were equally answer it agree and strongly disagree and 8(4.6%)respondents were strongly agree generally majority of the respondents dissatisfied by the question of Premises are convenient for conducting my duties.

Table 4.7. Over all employee job satisfaction

Variable	Scale	Frequency	Percentage
Over all employee job satisfaction	SD	52	29.7%
	D	49	28%
	N	34	18.3%
	A	32	19.5%
	SA	8	4.6%

Source: Own survey (2021)

In the above table 4.7 which describe overall satisfaction with job in JUMC health professional 52(29.7%), staffs strongly dissatisfied, 49(28%) respondents were dissatisfied 34(19.4%) respondents were agree 32 (18.3%) of the respondents were Neutral Lastly in the respondents

8(4.6%) strongly agree. And high percent of respondents which means 30% health professionals were strongly dissatisfied of overall job satisfaction.

Job satisfaction generally, implies the attitudes and feelings that one has about his/her job which stimulates him/her to deliver expected performance outcome (George & Jones, 2008; Armstrong, 2006) In this study aim that investigate level of employee job satisfaction of health professional in this study majority of respondents overall satisfaction level with job in JUMC health professional 52(29.7%), staffs strongly dissatisfied with their job .according to this study the major reason were inadequate part time payment ,no enough resource ,poor leadership practice .the finding consists with previous study done on Mekele Ayder referral hospital the factors influencing job satisfaction of health workers 55.2%, were dissatisfied with their job and 40.8% of respondents satisfied with job (Andom 2015)

4.3. Multiple Linear Regression Analysis

In this study, multiple regression analysis was conducted to test the influence among predictor variables. Multiple regression is a statistical analysis method that can be used to model the relationship between dependent variable and one or more explanatory variables. The explanatory variables may be either continuous or categorical. The functional form of multiple regression as follows:

$Y = b_0 + b_1 * x_1 + b_2 * x_2 + \dots + b_n * x_n$, Where, Y = Dependent variable

$X_1, X_2 \& x_n$ = Independent variable

Here, y is the dependent variable and x_1, x_2, \dots, x_n are the independent variables. b_0 is the intercept or the constant which is defined as the mean value of dependent variable when all the independent variables are set to zero.

The researcher was used statistical package for social sciences (SPSS V 20) to code, enter and compute the measurements of the multiple regressions. The following tables show that SPSS data analysis outputs of multiple regressions.

Multiple Linear Regression Assumptions

1. Normality Assumption.

The histogram over our standardized residuals shows:-

- A tiny bit of **positive skewness**; the right tail of the distribution is stretched out a bit.
- A tiny bit of positive kurtosis; our distribution is more peaked (or “leptokurtic”) than the normal curve. This is because the bars in the middle are too high and pierce through the normal curve. In short, we do see some deviations from normality but they're tiny and conclude that **the residuals are roughly normally distributed.**

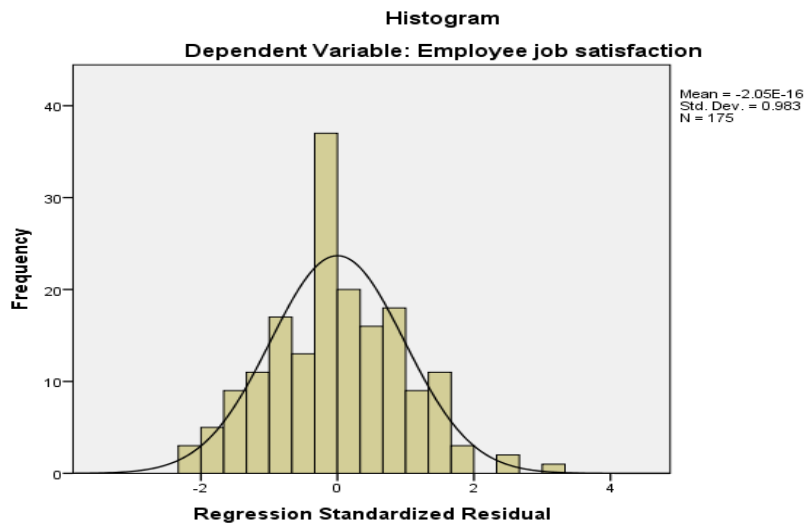


Figure: Normality Assumption Source: Own survey result (2021)

2. The homoscedasticity and the linearity assumptions.

The residual scatterplot shown below is often used for checking a) the homoscedasticity and b) the linearity assumptions. If both assumptions hold, this scatterplot shouldn't show any systematic pattern whatsoever. That seems to be the case here.

Residual Plots – Scatterplot

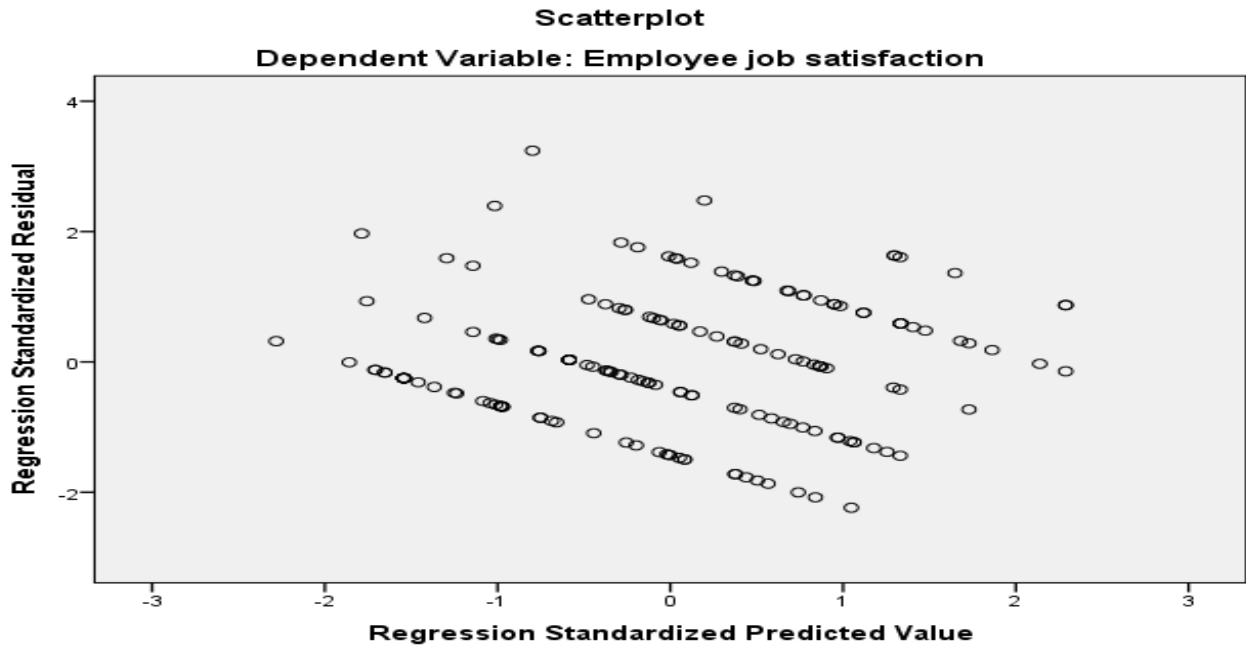


Figure: The homoscedasticity and the linearity assumptions Source: Own survey (2021)

Homoscedasticity: implies that the variance of the residuals should be constant. This variance can be estimated from how far the dots in our scatterplot lie apart *vertically*. Therefore, the height of our scatterplot should neither increase nor decrease as we move from left to right. We don't see any such pattern.

A common check for the **linearity** assumption is inspecting if the dots in this scatterplot show any kind of curve. That's not the case here so linearity also seems to hold here.

3. Multicollinearity: Multicollinearity exists when two or more of the explanatory variables are highly correlated. This is a problem as it can be hard to disentangle which of them best explains any shared variance with the outcome. It also suggests that the two variables may actually represent the same underlying factor.

4. Variance in all explanatory variables: This one is fairly easy to check - just create a histogram for each variable to ensure that there is a range of values or that data is spread

between multiple categories. This assumption is rarely violated if you have created good measures of the variables you are interested in.

Multiple Linear Regression -Relationship with supervisor

Model Summary

Table: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.616 ^a	.379	.357	.98469	1.854

a. Predictors: (Constant), I have recognition for tasks well done., I have good relationship with my supervisor, It is clear for me that what my supervisor expects from me regarding my job performance , my supervisor gives me feedback that helps me to improve my performance, Rules of supervision are good., I am fairly treated by the supervisor

b. Dependent Variable: Employee job satisfaction

R: multiple correlation coefficient= .616.

R²: coefficient of determination= .379.

The model explains 37.9%.0% of the variation in the dependent variable. Durbin-Watson (to assess autocorrelation) – Residuals are negatively correlated.

ANOVA table

Table :Anova table

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	99.481	6	16.580	17.100	.000 ^b
	Residual	162.896	168	.970		
	Total	262.377	174			

Source: - Own survey result, 2021

a. Dependent Variable: Employee job satisfaction

b. Predictors: (Constant), I have recognition for tasks well done., I have good relationship with my supervisor, It is clear for me that what my supervisor expects from me regarding my job performance , my supervisor gives me feedback that helps me to improve my performance, Rules of supervision are good., I am fairly treated by the supervisor

The overall model is significantly useful in explaining job satisfaction, $F(6, 168) = 17.10, P < .05$.

The Significance of the Effect

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)		.520	.220		2.366	.019	
Rules of supervision are good.		-.186	.085	-.195	-2.180	.031	.461
I have good relationship with my supervisor		.299	.090	.305	3.314	.001	.435
I am fairly treated by the supervisor		-.058	.088	-.059	-.655	.513	.448
my supervisor gives me feedback that helps me to improve my performance		.347	.096	.328	3.605	.000	.446
It is clear for me that what my supervisor expects from me regarding my job performance		.134	.077	.145	1.739	.084	.534
I have recognition for tasks well done.		.188	.070	.197	2.673	.008	.677

Source: - Own survey result, 2021

a. Dependent Variable: Employee job satisfaction

- Rules of supervision significant effect on job satisfaction, $t(168) = -.195, p < .05$
- Relationship with supervisor not have a significant effect on job satisfaction, $t(168) = .305, p = 3.30$.
- Fairly treated by the supervisor has significant effect on job satisfaction, $t(168) = -.059, p < .05$
- Supervisor feedback not have significant effect on job satisfaction, $t(168) = .328, p = 3.605$.
- Clearance of supervisor expects not have significant effect on job satisfaction, $t(168) = .145, p = 1.739$.
- Recognition for tasks well done not have significant effect on job satisfaction, $t(168) = .197, p = 2.673$.

Interpreting Coefficients

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.520	.220		2.366	.019		
Rules of supervision are good.	-.186	.085	-.195	-2.180	.031	.461	2.169
I have good relationship with my supervisor	.299	.090	.305	3.314	.001	.435	2.298
I am fairly treated by the supervisor	.058	.088	-.059	-.655	.513	.448	2.232
my supervisor gives me feedback that helps me to improve my performance	.347	.096	.328	3.605	.000	.446	2.241

It is clear for me that what my supervisor expects from me regarding my job performance	.134	.077	.145	1.739	.084	.534	1.872
I have recognition for tasks well done.	.188	.070	.197	2.673	.008	.677	1.476

Source: - Own survey result, 2021

a. Dependent Variable: Employee job satisfaction

- With one-unit increase in Rules of supervision, the job satisfaction decreases by .19.
- With one-unit increase in Relationship with supervisor, the job satisfaction increases by .299.
- With one-unit increase fairly treated by the supervisor, the job satisfaction increases by .058.
- With one-unit increase Supervisor feedback, the job satisfaction increases by .34.7
- With one-unit increase Clearance of supervisor expects, the job satisfaction increases by .134.
- With one-unit increase Recognition for tasks well done, the job satisfaction increases by .190

Employee job satisfaction = .520 + (.19 * Rules of supervision) + (.30 * Relationship) + (.06 * fairly treated) + (.34.7 * feedback) + (.134 * Clearance of supervisor expects) + (.19 * Recognition

Multiple Linear Regression - Work environment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.530 ^a	.281	.251	1.06264	.281	9.336	7	167	.000	1.941

Source: - Own survey result, 2021

a. Predictors: (Constant), My work gives me a feeling of personal accomplishment, There is no risk during working, and The people I work with are responsible for their job. , Leadership style and practices of the hospital administrative is good, My job is challenging & interesting, There is no enough resource/instruments to perform my job, The working hour is comfortable

b. Dependent Variable: Employee job satisfaction

R: multiple correlation coefficient = .530.

R2: coefficient of determination= .281.

The model explains 28.1%.0% of the variation in the dependent variable. Durbin-Watson (to assess autocorrelation) – Residuals are negatively correlated.

ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.799	7	10.543	9.336	.000 ^b
	Residual	188.578	167	1.129		
	Total	262.377	174			

a. Dependent Variable: Employee job satisfaction Source: - Own survey (2021)

b. Predictors: (Constant), My work gives me a feeling of personal accomplishment, There is no risk during working, and The people I work with are responsible for their job. , Leadership style and practices of the hospital administrative is good, My job is challenging & interesting, There is no enough resource/instruments to perform my job, The working hour is comfortable

The overall model is significantly useful in explaining job satisfaction, $F(7, 167) = 9.336, P < .05$.

The Significance of the Effect

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.138	.331		.416	.678
	Leadership style and practices of the hospital administrative is good	.283	.075	.290	3.783	.000
	The people I work with are responsible for their job.	.108	.082	.108	1.312	.191
	The working hour is comfortable	.094	.081	.105	1.160	.248

There is no enough resource/instruments to perform my job	.092	.066	.107	1.400	.016
There is no risk during working	.083	.062	.092	1.321	.188
My job is challenging & interesting	.061	.079	.059	.770	.443
My work gives me a feeling of personal accomplishment	.090	.079	.089	1.141	.256

Source: - Own survey (2021)

a. Dependent Variable: Employee job satisfaction

- Leadership style and practices have significant effect on job satisfaction, $t(167)=3.783$, $p<.05$
- People I work with are responsible not have a significant effect on job satisfaction, $t(167)=1.312$, $p=.191$.
- working hour has no significant effect on job satisfaction, $t(1678)=1.160$, $p=.25$
- No enough resource/instruments have significant effect on job satisfaction, $t(167)=1.4$, $p=.016$.
- Job challenging & interesting not have significant effect on job satisfaction, $t(167)=.770$, $p=.44$.

Interpreting Coefficients (Estimation)

According to the above table:

- With one-unit increase in Leadership style and practices, the job satisfaction increases by .28.
- With one-unit increase in working hour, the job satisfaction increases by .09.
- With one-unit increase no enough resource/instruments, the job satisfaction increases by .09.
- With one-unit increase job challenging & interesting, the job satisfaction increases by .06.

Therefore,

Employee job satisfaction = $.138 + (.28 * \text{Leadership style and practices}) + (.09 * \text{working hour}) + (.09 * \text{no enough resource/instruments}) + (.06 * \text{job challenging \& interesting})$.

Multiple Linear Regressions -Benefit

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.668 ^a	.446	.423	.93264	.446	19.235	7	167	.000	1.896

Source: - Own survey result, 2021

a. Predictors: (Constant), Sufficient attention is given to job safety., I am glad in paid for the work that I do, There is Opportunities for personal growth giving training & sponsor to further education, I am certain on strong Job security, The benefits that are offered by like medical, insurance and Other benefits is better as compared to other companies, The part time payment which is paid to me is satisfactory & fair. , Basic salary compared with your qualification is satisfactory

b. Dependent Variable: Employee job satisfaction

R: multiple correlation coefficient=.668.

R²: coefficient of determination=.446.

The model explains 44.6%.0% of the variation in the dependent variable. Durbin-Watson (to assess autocorrelation) – Residuals are negatively correlated.

ANOVA table

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	117.116	7	16.731	19.235	.000 ^b
	Residual	145.261	167	.870		
	Total	262.377	174			

a. Dependent Variable: Employee job satisfaction Source: - Own survey(2021)

b. Predictors: (Constant), Sufficient attention is given to job safety., I am glad in paid for the work that I do, There is Opportunities for personal growth giving training & sponsor to further education, I am certain on strong Job security, The benefits that are offered by like medical, insurance and Other benefits is better as compared to other companies, The part time payment which is paid to me is satisfactory & fair. , Basic salary compared with your qualification is satisfactory

The overall model is significantly useful in explaining job satisfaction, $F(, 167) = 19.235$, $P < .05$.

The Significance of the Effect (from Coefficients-b)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.310	.211		1.474	.142
I am glad in paid for the work that I do	.321	.080	.317	4.035	.000
I am certain on strong Job security	.073	.070	.071	1.039	.000
The part time payment which is paid to me is satisfactory & fair.	.088	.093	.079	.946	.046
There is Opportunities for personal growth giving training & sponsor to further education	.157	.074	.160	2.127	.035
The benefits that are offered by like medical, insurance and Other benefits is better as compared to other companies	-.162	.097	-.142	-1.667	.097
Basic salary compared with your qualification is satisfactory	.144	.101	.128	1.422	.157

Sufficient attention is given to job safety.	.308	.071	.303	4.341	.000
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Source: - Own survey result, 2021

a. Dependent Variable: Employee job satisfaction

- glad in paid for the work have significant effect on job satisfaction, $t(167)=4.035$, $p < .05$
- Certain on strong Job security not have a significant effect on job satisfaction, $t(167) = 1.039$, $p < 0.05$.
- The part time payment has significant effect on job satisfaction, $t(167) = .946$, $p = .046$
- Basic salary not have significant effect on job satisfaction, $t(167) = 1.422$, $p = .16$
- Sufficient attention to job safety have significant effect on job satisfaction, $t(167) = 4.341$, $p < .05$

Interpreting Coefficients (Estimation)

According to the above table(from Coefficients-b) :-

With one-unit increase in glad in paid for the work, the job satisfaction increases by .32.

- With one-unit increase in certain on strong Job security, the job satisfaction increases by .07.
- With one-unit increase the part time payment, the job satisfaction increases by .09.
- With one-unit increase sufficient attention to job safety, the job satisfaction increases by .31

Therefore,

Employee job satisfaction = $.31 + (.32 * \text{glad in paid for the work}) + (.07 * \text{certain on strong Job security}) + (.09 * \text{part time payment}) + .31 * \text{sufficient attention to job safety}$,

Multiple liner regression performance appraisal

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.368	.97605

Source own survey result 2021

a. Predictors: (Constant), Premises are convenient for conducting my duties, I don't feel my efforts are rewarded the way they should be., Performance appraisal system of the hospital is good

b. Dependent Variable: Employee job satisfaction

R: multiple correlation coefficient=.616.

R2: coefficient of determination=.379.

The model explains -38%.0% of the variation in the dependent variable. Durbin-Watson (to assess autocorrelation) – Residuals are negatively correlated.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	99.470	3	33.157	34.804	.000 ^b
Residual	162.908	171	.953		
Total	262.377	174			

Source: - Own survey result, 2021

a. Dependent Variable: Employee job satisfaction

b. Predictors: (Constant), Premises are convenient for conducting my duties, I don't feel my efforts are rewarded the way they should be., Performance appraisal system of the hospital is good

The overall model is significantly useful in explaining job satisfaction, $F(3, 171) = 34.805$, $P < .05$.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.373	.214		1.746	.083
1 Performance appraisal system of the hospital is good	.292	.084	.259	3.490	.001
I don't feel my efforts are rewarded the way they should be.	.281	.071	.276	3.941	.000
Premises are convenient for conducting my duties	.241	.080	.227	3.020	.003

Source: - Own survey result, 2021

a. Dependent Variable: Employee job satisfaction

- Performance appraisal system of the hospital is good have significant effect on job satisfaction, $t(167)=3.490$, $p<.001$
- I don't feel my efforts are rewarded the way they should behave a significant effect on job satisfaction, $t(167) =3.941$, $p=.001$.
- Premises are convenient for conducting my duties has significant effect on job satisfaction, $t(167)=3.020$, $p=.003$

Interpreting Coefficients (Estimation)

According to the above table:

- With one-unit decrease in Performance appraisal system of the hospital is, the job satisfaction decreases by 292.
- With one-unit decrease I don't feel my efforts are rewarded the way, the job satisfaction decreases by 281.
- With one-unit decrease Premises are convenient for conducting my duties, the job satisfaction decreases by 241.

Therefore,

- Employee job satisfaction = $.373 + (.292 * \text{Performance appraisal system of the hospital}) + (.281 * \text{I don't feel my efforts are rewarded the way}) + (.241 * \text{Premises are convenient for conducting my duties})$.

CHAPER FIVE:

SUMMARY OF FINDING, CONCLUSION & RECOMMENDATION

Introduction

The aim of this chapter is to discuss the findings of the research, which are based on the analysis conducted in the previous chapter. This chapter is divided into three main sections. The first section is dedicated to discuss summary of findings; the second section deals with the conclusion and the last section discusses the recommendation of the researcher.

5.1 Summary of major Finding

The aim of this study attempted to identify the determinants of employee job satisfaction in JUMC health professional aim to identify the work environment influence job satisfaction, To identify the benefit that affect job satisfaction, to identify the relation among staffs and supervisor affect job satisfaction and to investigate the job satisfaction level of health professionals in Jimma Medical Center Health Professionals.

According to my study part time payment ,relationship with supervisor, inadequate resource ,job security and opportunity for personal growth majority of respondents of the study strongly dissatisfied on their job the reason behind is part time payment 38 % of respondents were not satisfied with their job this implies employee are not happy and not interested to care the patient and leave out the organization and respondents were also strongly dissatisfied their job by different advantage like medical insurance 53% and personal growth 38.9% this lead to employee leave out the organization and find other organization to get better advantage .

Analysis of general level of job satisfaction 28 % of respondents was strongly dissatisfied with their job on health professional of JUMC.

From multiple regression analysis, we can infer that the rule of supervision, fairly treated by supervisor, leadership style & practice, no enough instrument, glad that had paid, attention to job safety and performance appraisal system of the hospital had statically significant relation with the dependent variable which is all job satisfaction parameters. Therefore, dealing with these such as proper rule of supervision and creating conducive working environment could affect the employee satisfaction positively and will help them to accomplish the vision and mission of the organization

5.2. CONCLUSION

Employee job satisfaction can improve service quality and employee motivation for these situation managers of the hospital turned their attention to provide different kinds of opportunity to their employee to satisfy their employee and enhance patient care.

This study has identified the determinants of employee job satisfaction among health Professionals of JUMC has been found out that shows that work environment, benefit, relation with supervisor and part time payment are the determinants because of this all have influence employee job satisfaction .

Relationship with supervisor also affect the job satisfaction when we see the result of respondents majority health related work need guidance for sharing experience and sometimes sharing duty but majority of respondents not satisfactory by supervisors of the hospitals.

The finding show that part time payment not satisfactory this may lead the employee resigns the hospital there for JUMC .Lastly conclude that no enough instrument, that had paid, attention to job safety and performance appraisal system of the hospital had statically significant relation with the employee job satisfaction.

5.3. RECOMMENDATION

In view of the above findings, the researcher recommends the following

1. The stakeholders should work hard to decrease the high proportion of dissatisfied health care professionals working in JUMC:
 - This might be accomplished by providing enough facilities and equipment so that employees may receive enough psychological fulfillments which will help them be timelier and more committed to their jobs.
 - The hospital administration and partners should devise measures to increase part-time payment for all health professionals and compensation to motivate the health professional this can be good patient care and increase service quality.
 - The JUMC should sustain and continue the activity because the majority of the participants were mildly satisfied with the hospital's rule of supervision.
 - While creating institutional policy Priority could be given to areas that are unsatisfactory (benefits, rule of supervision ,job security ,instrument that perform their job, medical insurance)

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Data Collection Tools

Annexes I:

Self-administered questionnaire for working at JUMC health Professional staff

Introduction and consent

Dear sir/madam

Hello am a post graduate student in Jimma University, I would like to ask you few question regarding your attitudes and fillings about the work place conflict and employee job Satisfaction the questioners would take 15-20 minutes of your time. The purpose of this study to assess the effect this will be help full in improving the work your participation is completely voluntary all your response will remain strictly confidential and the organization staff will not be linked to your identity at any time.

PART- I:-Demographic characteristics of respondents

No	Question/item	Response
1.	Sex	1. Male 2. Female
2	Age	1.20-30 2.31-40 3.41-50
3.	Marital Status	1.Single 2.Married 3.Divorced 4.Widowed
4.	Academic qualification (check all that apply)	1.Diploma

		2.Bsc 3.MSC 4.Other (specify) _____
5	Number of years at current job in JUMC	1.1 2.2-5 3.6-10 4.11-15 5.above 16
6.	Average number of hours that you work per day	_____hrs
7.	Department	1.doctor 2.nurse 3.pharmay 4.laboratory 5.anesthesia
8.	Do you have access to a written job description in your organization?	1.Yes 2.No

PART II: The level of job satisfaction of Employee in JUMC health professional.

1. Strongly disagree (SD); 2. Disagree (D); 3. Neutral (N); 4 Agree (A); 5. Strongly agree (SA)

No.	Determinants of job satisfaction	SD	D	N	A	SA
Relationship with supervisor						
1	Rules of supervision are good.					
2.	I have good relationship with my supervisor.					
3	I am fairly treated by the supervisor					
4	my supervisor gives me feedback that helps me to improve my					

	performance					
5	It is clear for me that what my supervisor expects from me regarding my job performance					
6	I have recognition for tasks well done.					
Work environment						
7	Leadership style and practices of the hospital Administrative is good					
8	The people I work with are responsible for their job.					
9	The working hour is comfortable					
10	There is no enough resource/instruments to perform my job					
11	There is no risk during working.					
12	My job is challenging & interesting					
13	My work gives me a feeling of personal accomplishment					
Benefit						
14	I am glad in paid for the work that I do					
15	I am certain on strong Job security					
16	The part time payment which is paid to me is satisfactory & fair.					
17	There is Opportunities for personal growth giving training & sponsor to further education					
18	The benefits that are offered by like medical, insurance and Other benefits is better as compared to other companies					
19	Basic salary compared with your qualification is satisfactory					
20	Sufficient attention is given to job safety.					
Performance appraisal						
21	Performance appraisal system of the hospital is good					
22	I don't feel my efforts are rewarded the way they should be.					

23	Premises are convenient for conducting my duties					
Overall Satisfaction						
24	Over all employee job satisfaction.					

Thank you